

**UNITED STATES AIR FORCE ACADEMY  
BOARD OF VISITORS  
WASHINGTON DC 20330**

February 21, 2012

MEMORANDUM FOR SECRETARY OF DEFENSE

FROM: USAFA Board of Visitors  
c/o AF/A1DO  
1500 Perimeter Road  
Joint Base Andrews, MD 20762-6604

SUBJECT: Semi-Annual Report, United States Air Force Academy Board of Visitors

As Chairman of the United States Air Force Academy (USAFA) Board of Visitors (BoV), I am pleased to submit this semi-annual report for your consideration as required by Title 10, USC § 9355. This report includes information from BoV meetings in Jul 2011 and Dec 2011. The BoV is fully engaged in its charter to provide oversight of USAFA on behalf of the President of the United States and yourself.

At this time, all the USAFA Board of Visitor positions are filled. However, the board is still projected to lose 2 members who have terms that expire at the end of FY2011. Mr. Hayes and I are sitting on expired terms. This is a matter of concern and new appointments should be solicited.

The subcommittees review the conditions of the Academy and provide inputs to help the Academy attain its goal to produce leaders of character. Each of the subcommittees gathers information, discuss options, and make recommendations to the board. Specifics can be gleaned from the individual subcommittee reports. A brief overview of subcommittee activities is identified below.

Congressional Nomination Subcommittee

Mr. Sandoval directed a number of activities in July 2011 to gather information for the subcommittee. This was done following a briefing by Col Benyshek that outlined outreach activities which included efforts to identify and recruit Scientific, Technical, Engineering and Mathematics (STEM) candidates as well as support congressional staffers. Mr. Sandoval wanted to understand (a) what is the ACOMP tool; (b) what does the scales measure; (c) how are calculations made; and (d) what is the purpose of the tool. These questions directed the subcommittee's discussions in December 2011.

In December, the subcommittee opened with a review of the proposed charter for the Congressional Nomination Subcommittee. Mr. Sandoval stated the following before reviewing the charter with the group. He said, “it is the primary purpose of this subcommittee to engage in activities that support and enable the Academy to accomplish USAFA’s mission.” The mission statement for USAFA is “to educate, train, and inspire men and women to become officers of character motivated to lead the United States Air force in service to our nation.” This was followed by a reading of the proposed charter for the subcommittee:

“The mission of the Subcommittee for Admission, Graduation & Congressional Nominations is to provide the USAFA Board of Visitors with oversight and advisory recommendations regarding the Academy’s mission to attract young men and women eligible to be nominated and appointed to USAFA to become officers of character. The Subcommittee will monitor admissions for candidate achievement, inclusion, diversity and will foster the continued implementation of Strategic Enrollment Management (SEM) principles. A SEM focus extends beyond an institution’s marketing, recruiting and admissions policies. The SEM goal is to assemble a Cadet Wing that comprises an advantageous mix of students in terms of quality, number, and diversity in all its forms – and creating conditions that promote their retention and graduation. The subcommittee will accomplish its duties by reviewing appropriate reports and surveys, as well as interfacing with Cadets, Congressional members and staff, and the Academy’s designated points of contact in these areas.” (Admission, Graduation & Congressional Nominations Subcommittee Charter, Sandoval 2011)

As the meeting progressed they spoke about the Academic Composition (ACOMP) that measured the aptitude of cadets. Cadets’ who are successful tend to score 3250 or higher. Those who are potentially at risk score below 2800. Those who score 2700 or less are enrolled into a Strategic Education Management System (SEMS). SEMS supports cadets by offering a study skills program and managed course loads to ensure the cadets have best possibility for success. The assessment is relatively new and more data is required to determine long term benefits or outcomes associated with this program and assessment tool.

During the review of other data, it was determined that one minority group was potentially at risk. The trend data showed that the attrition rate for African Americans was significantly higher than other population groups. The subcommittee discussed potential options to preclude negative consequences or long term trends.

#### Character and Leadership Subcommittee

Major General (ret) Harris spoke about two new programs directed at developing character. In July 2010, the subcommittee reviewed a program instituted by the cadets that focused on sharing personal experiences/challenges to create higher levels of accountability amongst the cadets. They strove to help fellow cadets to internalize and make the honor code a living expression of character and leadership. Major General (ret) Harris added that metrics will play an important role in determining the success of the program.

In December, Brigadier General Clark spoke to the subcommittee about “I to I” or the inspire to inspire mentorship program. All of the mentors have received training. First Class cadets have been paired with Third Class cadets. During the mentoring process, the First Class cadets are being asked to write what they desire to become on a brick. It is a visible reminder of choices made and how to encourage one another through mutual accountability. Likewise, Third Class cadets are encouraged to communicate what they desire to become when they enter service. There was a brief discussion about using the bricks to build a path to the new Character and Leadership building when it is constructed.

#### Academics and Course of Instruction Subcommittee

In July 2011, Ms. Ross reported the activities for the Academics and Course of Instruction subcommittee. She reported that Col Fullerton discussed the implications of Higher Learning Commission moving to a 10 year review for accreditation. The proposed process will use on-going status reports that will give a more accurate site picture. In addition, there was a continued interest in accessing data from the RAND Faculty Mix Study. The committee believes the outcomes will provide insights into hiring and sustainment.

In December, there was a review of some data points associated with the Academics and Course of Instruction subcommittee. Ms. Ross reported that grades were better than normal for the first semester. Second, the number of faculty members deployed was down for 2011. Fifty-seven members deployed for at least part of the year and 21 were currently deployed. Of the members currently deployed, fourteen were on 365 day deployments. In contrast, the Academy was able to stop 23 deployments that would have created mission critical losses. Finally, it was reported that 19 of the Graduate Studies Program (GSP) were pursuing technical degrees. It is good for the Air Force; however, it may limit the potential return of investment at the Academy which includes social science and advanced humanity requirements

#### Infrastructure and Resources Subcommittee

Mr. Hayes reported for the Infrastructure and Resources subcommittee. In July 2011, he welcomed Senator Bennet to the subcommittee. Col Gibson stated, “it is important to sustain the commitment to restore facility infrastructure. During the meeting, one of the board members asked how the Board of Visitors is a part of the budgetary process. Ambassador Scwab responded by stating the board has three streams of influence which includes (a) a formal report that is sent to the Secretary of the Air Force, (b) open proceedings during the meeting which allows information to flow between senior leaders and the USAFA Board members, and (c) osmosis which allows congressional members to formulate their own opinions or express personal interest in a given area. Since the USAFA BoV is an advisory group on Academy issues, the primary spokesperson for the group is the Air force through senior leadership.

In December, Mr. Hayes conveyed that the Academy was completing projects below original estimates. He also stated that the renewable energy program was exemplary and was a strong case for future pursuits.

## **Ad Hoc Committee on Strategic Planning**

In July 2011, a request was made by Ambassador Schwab to add a new Committee on Strategic Planning. In December, an Ad hoc meeting was held. She emphasized that the USAFA BoV was an advisory group. By using a series of broad questions, Ambassador Schwab defined the primary mission of the board. The intent was to define value added and the responsibilities of the USAFA BoV.

“We are doing policy analysis, looking at longitudinal data, asking questions to see, are there systematic problems; to offer advice where we might have expertise, whether it is as former graduates or as individuals with expertise in the world that might provide some value. And then obviously, in terms of the Senators, Congressmen, and Congresswomen on this board, they have additional value to add in terms of their roles.”

Mr. Hayes added he felt it was important to ask the right questions. Ensuring the questions are answered correctly is something we could and should do. Ambassador Schwab agreed. She stated, we are in the position to provide testimony about what is happening . . . and it's a good news story.

After the initial remarks, Ambassador Schwab reviewed the biographies of the two new members, Dr. McKiernan, a cardiologist from Illinois and Mr. Wiley (Flash), a lawyer from Boston. Both of these men are presidential appointees and graduates of the Academy. Congressman Polis asked if the number of graduates and non-graduates was prescribed. Ambassador Schwab stated that the last time the law was amended it added the requirement for a minimum number of graduates to sit on the board. But the guiding element is a mixture of the board members where one third is Presidential, Senate, and House appointees. Lieutenant General Gould added another requirement that was associated with the Academy's accreditation. He stated that accreditation requires that one of the members on the oversight board be a senior educator. He clarified his statement by saying, “the board has several highly educated and motivated members that have educational experience, but it is probably useful to have someone who was a dean or president at the university level.” It was noted that this will be the first time when one of the two mandated USAFA graduate positions was not occupied by a woman. Lieutenant General Gould requested that his concern be conveyed to senior leadership and those who appoint members to the USAFA Board of Visitors.

### **Motions**

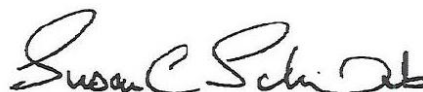
1) The board accepted a motion made by Ambassador Schwab that a new subcommittee be added to the USAFA BoV, the Strategic Planning Subcommittee.

## Vacancies on the Board of Visitors

At this time, the USAFA Board of Visitors does not have any vacancies. However, two members are sitting on expired terms. Both are Presidential appointments. Based on Lieutenant General Gould's comment, it is prudent to ensure one of these new appointees is a senior education (a University President or Dean) to address accreditation requirements for the Higher Learning Commission. I will engage with the Office of the Vice President on this matter.

In conclusion, the USAFA board continues to make strides in performing its charter. The members of the Board of Visitors look forward to continuing our work with you, senior Air Force leaders as well as with the USAFA Superintendent, Lieutenant General Michael Gould, and his staff while performing our collective duties to serve the Air Force and the American people.

Respectfully,

A handwritten signature in black ink, appearing to read "Susan C. Schwab". The signature is fluid and cursive, with the first name "Susan" and last name "Schwab" clearly distinguishable.

SUSAN C. SCHWAB

Chairman, USAFA Board of Visitors

cc:

Chairman, Committee on Armed Services of the Senate

Chairman, Committee on Armed Services of the House of Representatives

Secretary of the Air Force

Chief of Staff, U.S. Air Force

Deputy Chief of Staff of the Air Force, Manpower and Personnel

Superintendent, USAFA

Members of USAFA Board of Visitors

Designated Federal Officer, USAFA Board of Visitors

Executive Secretary, USAFA Board of Visitors

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**USAFA BOARD OF VISITORS  
MEMBERSHIP, COMPOSITION, AND TERMS  
(As of 01 November 2011)**

	Years on the Board	Term Expires
<b><u>APPOINTED BY THE PRESIDENT OF THE UNITED STATES*</u></b>		
Ambassador Susan Schwab – Chair	2008-Present	2011
Mr. Thomas McKiernan (USAFA “71)	2011-Present	2015
Mr. Robert Hayes	2008-Present	2011
Mr. Arlen Jameson	2010-Present	2013
Ms. Marcelite Harris	2010-Present	2013
Mr. Fletcher Wiley (Flash) (USAFA “65)	2011-Present	2015
<b><u>APPOINTED BY THE VICE PRESIDENT OF THE UNITED STATES</u></b>		
U.S. Senator Ben Nelson (D-NE)	2007-Present	Resigns, relieved, or no longer in the office
U.S. Senator Lindsey Graham (R-SC)	2011-Present	Resigns, relieved, or no longer in the office
U.S. Senator John Hoeven (R-ND)	2011-Present	Resigns, relieved, or no longer in the office
<b><u>APPOINTED BY THE SPEAKER OF THE HOUSE OF REPRESENTATIVES</u></b>		
U.S. Representative Doug Lamborn (R-CO)	2007-Present	Resigns, relieved, or no longer in the office
U.S. Representative Loretta Sanchez (D-CA)	2007-Present	Resigns, relieved, or no longer in the office
U.S. Representative Jared Polis (D-CO)	2009-Present	Resigns, relieved, or no longer in the office
Mr. Alfredo Sandoval (USAFA ‘82)	2010-Present	Resigns or relieved
<b><u>APPOINTED BY THE CHAIRMAN, ARMED SERVICES COMMITTEE</u></b>		
U.S. Senator Michael Bennet (D-CO)	2011-Present	Resigns, relieved, or no longer in the office
U.S. Representative Niki Tsongas (D-MA)	2008-Present	Resigns, relieved, or no longer in the office

.....

\* Presidential appointees serve for three years; however, per Title 10, they continue to serve on the Board until replaced.

CHARTER  
BOARD OF VISITORS OF THE U.S. AIR FORCE ACADEMY

1. Committee's Official Designation: The Committee shall be known as the Board of Visitors of the United States Air Force Academy (hereafter referred to as "the Board").
2. Authority: The Secretary of Defense, under the provisions of the 10 U.S.C. § 9355, and the Federal Advisory Committee Act of 1972 (5 U.S.C., Appendix 2), and 41 CFR § 102-3.50(a), established the Board.
3. Objectives and Scope of Activities: The Board shall provide independent advice and recommendations on matters relating to the U.S. Air Force Academy, as set out in (4) below.
4. Description of Duties: The Board shall provide the Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives, independent advice and recommendations on matters relating to the U.S. Air Force Academy, to include morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

The Board shall prepare a semiannual report containing its views and recommendations pertaining to the U.S. Air Force Academy, based on its meeting since the last such report and any other considerations it determines relevant. Each such report shall be submitted concurrently to the Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives.

5. Agency or Official to Whom the Committee Reports: The Board reports to the Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives. Pursuant to DoD policy, the Secretary of the Air Force may act upon the Board's advice and recommendations.
6. Support: The Department of Defense, through the Secretary of the Air Force, shall provide support as deemed necessary for the performance of the Board's functions and shall ensure compliance with the requirements of the Federal Advisory Committee Act of 1972 and the Government in Sunshine Act of 1976 (5 U.S.C. § 552b).

The Secretary of the Air Force, through the Superintendent of the Academy, shall ensure that the Board shall have access to the Academy grounds and the cadets, faculty, staff and other personnel of the Academy for the purposes of the duties of the Board. The Secretary of the Air Force and the Superintendent of the Academy shall also provide the Board candid and complete disclosure, consistent with applicable laws concerning disclosure of information, with respect to institutional problems.



7. Estimated Annual Operating Costs and Staff Years: It is estimated that the annual operating costs, to include travel costs and contract support, for the Board is \$241,044.00. The estimated annual personnel costs to the Department of Defense are 2.5 full-time equivalents (FTEs).
8. Designated Federal Officer: The Designated Federal Officer, pursuant to DoD policy, shall be a full-time or permanent part-time DoD employee, and shall be appointed in accordance with governing DoD policies and procedures.

In addition, the Designated Federal Officer is required to be in attendance for the full duration at all Board and subcommittee meetings; however, in the absence of the Designated Federal Officer, an Alternate Designated Federal Officer shall attend the entire Board or subcommittee meeting.

9. Estimated Number and Frequency of Meetings: The Board shall meet at the call of the Designated Federal Officer, in consultation with the Board's Chairperson, and the estimated number of Board meetings is at least four per year, with at least two of those meetings at the Academy.
10. Duration: The need for this advisory function is on a continuing basis; however this charter is subject to renewal every two years.
11. Termination: The Board shall terminate upon completion of its mission or two years from the date this charter is filed, whichever, is sooner, unless extended by the Secretary of Defense.
12. Membership and Designation: The Board is constituted annually, and it shall be composed of not more than 15 members. Under the provisions of 10 U.S.C. § 9355 (a) and (b)(2), the Board members shall include:
  - a. Six persons designated by the President, at least two of whom shall be graduates of the U.S. Air Force Academy;
  - b. The chairman of the Committee on Armed Services of the House of Representatives, or his designee;
  - c. Four persons designated by the Speaker of the House of Representatives, three of whom shall be members of the House of Representatives and the fourth of whom may not be a member of the House of Representatives;
  - d. The chairman of the Committee on Armed Services of the Senate, or his designee.
  - e. Three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate.

The Board members referenced in 12(a) above, designated by the President, shall serve for three years except that any member whose term of office has expired shall continue to serve until a successor is appointed. In addition, the President shall designate persons each year to succeed the members referenced in 12(a) above whose terms expire that year.

The Board members shall select the Board Chairperson and Vice Chairperson from the total membership.

If a member of the Board dies or resigns or is terminated as a member of the Board, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

Each member of the Board who is a member of the Armed Forces or a civilian officer or employee of the United States shall serve without compensation (other than compensation to which entitled as a member of the Armed Forces or an officer or employee of the United States, respectively). Individuals appointed by the President shall receive no compensation for their service on the Board. While performing duties as a member of the Board, each member of the Board and each adviser shall be reimbursed under Government travel regulations for travel expenses.

If a member of the Board fails to attend two successive Board meetings, except in a case in which an absence is approved in advance for good cause by the Board chairperson, such failure shall be grounds for termination from membership on the Board, pursuant to 10 U.S.C. § 9355(c)(2)(A) ("absenteeism provision").

Termination of membership on the Board pursuant to the absenteeism provision, in the case of a member of the Board who is not a member of Congress, may be made by the Board's chairperson; and in the case of a member of the Board who is a member of Congress, may be made only by the official who designated the member. When the member of the board is subject to termination from membership on the Board under the absenteeism provision, the Board's chairperson shall notify the official who designated the member. Upon receipt of such a notification with respect to a member of the Board who is a member of Congress, the official who designated the member shall take such action, as that official considers appropriate.

Upon approval by the Secretary of the Air Force, the Board, pursuant to 10 U.S.C § 9355 (g), may call in advisers for consultation. These advisers shall, with the exception of travel and per diem for official travel, serve without compensation.

13. Subcommittees: With DoD approval, the Board is authorized to establish subcommittees, as necessary and consistent with its mission. These subcommittees shall operate under the provisions of the Federal Advisory Committee Act of 1972, the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b), and other governing Federal regulations.

Such subcommittees shall not work independently of the chartered Board, and shall report all their recommendations and advice to the Board for full deliberation and discussion. Subcommittees have no authority to make decisions on behalf of the chartered Board; nor can they report directly to the Department of Defense or any Federal officers or employees who are not Board members.

Subcommittee members, who are not Board members, shall be appointed by the Secretary of Defense according to governing DoD policy and procedures. Such individuals, if not full-time or part-time government employees, shall be appointed to serve as experts and consultants under the authority of 5 U.S.C. § 3109, and serve

as special government employees, whose appointments must be renewed on an annual basis.

14. Recordkeeping: The records of the Committee and its subcommittees shall be handled according to section 2, General Record Schedule 26 and governing Department of Defense policies and procedures. These records shall be available for public inspection and copying, subject to the Freedom of Information Act of 1966 (5 U.S.C. § 552).

15. Filing Date: October 19, 2010

# UNITED STATES AIR FORCE ACADEMY

## BOARD OF VISITORS BYLAWS

### ARTICLE I: AUTHORITY AND PURPOSE

The United States Air Force Academy Board of Visitors (the Board) is governed by Title 10, U.S. Code, § 9355, *Board of Visitors*. It is an oversight board in the executive branch of the government established to inquire into the morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

Unlike a corporate board of directors, this Board cannot be directive in its oversight role. The Board is an advisory board charged with providing independent advice and recommendations on matters relating to the U.S. Air Force Academy. The Board shall be responsible for advising the Superintendent (and, in turn, the Chief of Staff, the Secretary of the Air Force and the Secretary of Defense) by making recommendations on significant matters relating to the Academy.

The Board may request, without restriction, information, facts, and briefings in support of its role to oversee operations of the Air Force Academy.

The Secretary of the Air Force and the Superintendent of the Academy shall provide the Board candid and complete disclosure, consistent with applicable laws concerning disclosure of information, with respect to institutional problems.

### ARTICLE II: RULES OF CONSTRUCTION

Nothing in these bylaws shall be construed to supersede the provisions of the public laws of the United States, or any Air Force or Department of Defense regulation, directive, or instruction. Nothing in these bylaws shall be construed to create liability in any Board member for any action taken by the Board or the Air Force Academy.

### ARTICLE III: MEMBERSHIP

**Section 1 - Board of Visitors:** By law, the Board of Visitors of the United States Air Force Academy is constituted annually and consists of:

- a. Six persons designated by the President. At least two of these members shall be graduates of the Academy.
- b. The chairman of the Committee on Armed Services of the House of Representatives, or his designee.
- c. Four persons designated by the Speaker of the House of Representatives, three of whom shall be members of the House of Representatives and the fourth of whom may not be a member of the House of Representatives.

- d. The chairman of the Committee on Armed Services of the Senate, or his designee.
- e. Three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate.

**Section 2 - Term of Service:** By law, the persons designated by the President serve for three years each except that any member whose term of office has expired shall continue to serve until his successor is designated. The President shall designate persons each year to succeed the members designated by the President whose terms expire that year. If a member of the Board dies or resigns or is terminated as a member of the board, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

**Section 3 - Service Expectation:** The Board is a working board and its members are expected to attend all meetings and to participate in the activities of the Board. Board members have the duty to make constructive recommendations to ensure the mission of the Academy is appropriately met. If a member of the Board fails to attend two successive Board meetings, except in a case in which an absence is approved, for good cause, by the Board chairman, such failure shall be grounds for termination from membership on the Board. A person designated for membership on the Board shall be provided notice of the provisions of this paragraph at the time of such appointment.

When a member of the Board is subject to termination from membership on the Board, the Board chairman shall notify the official who designated the member. Upon receipt of such a notification with respect to a member of the Board who is a member of Congress, the official who designated the member shall take such action as that official considers appropriate. In the case of a member of the Board who is not a member of Congress, termination of membership may be made by the Board Chairman.

#### **Section 4 - Officers:**

- a. The officers of the Board are the Chairman and the Vice Chairman. A chairman and a vice chairman shall be elected annually by the Board at an organizational meeting held during the last quarter of each calendar year.
- b. The Chairman and Vice Chairman shall serve for a period of one year commencing with the beginning of the following calendar year and until their re-election or the election of their successors.
- c. The Vice Chairman shall preside at the meeting in the absence of the Chairman, or if the Chairman resigns or is unable to perform the functions of the office because of illness or death.

**Section 5 - Subcommittees:** The Chairman may, on an as-needed basis, create subcommittees of the parent committee (the Board). The Chairman will determine the size, focus, and duration of the subcommittees. The Chairman will designate a chair for each such subcommittee from

among the members appointed and will charge these subcommittees with their tasks. The Designated Federal Official (DFO) is the authority to call parent Board and/or subcommittee meetings. Subcommittees may be used to conduct research or gather information for the use of the entire board. Subcommittee meetings will not be open to the public, but the appropriate Chairperson shall certify the accuracy of minutes within 90 calendar days. The DFO shall also ensure that a summary of Admin and Preparatory Work meetings is required to include a listing of who attended the meeting and that the information be maintained as part of the Committee's official records. No individual Board member or subcommittee shall take official action for the Board unless authorized to do so. The Executive Secretary will assist chairs of any subcommittee with administrative support. Subcommittees shall be responsible for reviewing and making recommendations to the full board on subjects the board shall designate. Each subcommittee will be assigned a USAFA subject matter expert as a point of contact to assist with collection of any necessary information.

**Section 6 - Designated Federal Officer:** The Deputy Assistant Secretary of the Air Force for Force Management Integration (SAF/MRM) shall serve as the Designated Federal Officer required by section 10 (e), Federal Advisory Committee Act (FACA) (5 U.S.C. Appendix, 10(e)), and shall have the duties and responsibilities imposed by sections 10 (e) and (f), FACA (5 U.S.C. Appendix, 10 (e) and (f)). As part of those duties, SAF/MRM shall attend all meetings of the Board and may exercise the authority to adjourn any meeting of the Board, if determined to be in the public interest. As the DFO, SAF/MRM is also responsible for approving any meeting of the USAFA BoV, to include its agenda. The SAF/MRM Assistant Deputy for Officer Accessions and Programs will serve as the alternate DFO. Additional alternate DFOs will be appointed, as required by DoD policy, to attend subcommittee meetings.

**Section 7 - Executive Secretary:** The Executive Secretary shall be appointed by the Deputy Chief of Staff, Manpower & Personnel (AF/A1). The Executive Secretary shall abide by the provisions set forth in the Federal Advisory Committee Act to include ensuring timely notice of each meeting is published in the Federal Register; and shall ensure, subject to Section 522, Title 5, United States Code, the records, reports, transcripts, minutes, appendixes, working papers, drafts, studies, agenda, or other documents which were made available to or prepared for or by the Board of Visitors are made available for public inspection and copying at a single location. Additionally, the Executive Secretary shall:

- a. Prepare detailed minutes of each meeting of the USAFA BoV, to include a record of the persons present, a complete and accurate description of matters discussed and conclusions reached, and inclusion of any subcommittee updates/reports.
- b. Will assist chairs of any BoV subcommittee with any necessary information and administrative support.
- c. Maintain the BoV bylaws.

## **ARTICLE IV: MEETINGS**

**Section 1 - Designated Board Meeting Dates:** The Board should meet at least four times a year, with at least two of those meetings at the Academy. Other than for those meetings required to convene at USAFA, meetings of the Board may be conducted in whole or in part through electronic means. The Board or its members may make other visits to the Academy in connection with the duties of the Board. Board meetings should last at least one full day. Board members shall have access to the Academy grounds and the cadets, faculty, staff, and other personnel of the Academy for the purposes of the duties of the Board.

### **Section 2 - Notice of Meetings of the Board of Visitors:**

a. Notice of the scheduled or special meetings of the Board shall be published in the Federal Register in accordance with the FACA (5 U.S.C. App, 10 (a) (2)). The notice shall be published at least 15 calendar days before the date of the meeting, except that a shorter period may be authorized in an emergency situation, with the prior approval of the Department of Defense Committee Management Officer (Para E3.12.9, DoDI 5105.04). The notice shall state the time, place, and purpose of the meeting and set forth a summary of the agenda. The notice shall also state whether the meeting will be open to the public.

b. All meetings of the Board shall be open to the public. In those instances where the Chairman recommends certain sessions (e.g., sessions involving personal information protected by the Privacy Act of 1974) of a scheduled meeting, or the entire meeting, should be closed to the public in accordance with provisions of Section 552b(c), Title 5, United States Code, the Chairman will notify the Executive Secretary.

**Section 3 - Agenda:** Prior to each meeting, the Chairman shall prepare a meeting agenda after consultation with other members of the Board, the Superintendent of the Air Force Academy, the DFO, and others as deemed appropriate. Agenda topics for convened meetings will include:

- a. Review of the United States Air Force Academy strategic plans, objectives, and performance metrics.
- b. Review and assess goals, objectives, initiatives and performance.
- c. Update milestones and accomplishments from independent audits that have received leadership attention.
- d. Those matters deferred from previous Board meetings for consideration at the next scheduled meeting.
- e. Those matters proposed for discussion by the Academy or the Department of the Air Force that are agreed to by the Board Chairman.

f. Those matters proposed for discussion by Board members, provided the Board Chairman agrees to them and the Executive Secretary has reasonable time to coordinate Academy and Department of the Air Force views on the proposed matters.

g. The following agenda items will be discussed on an as needed basis:

1) Initiatives that incur significant costs to the Federal Government but where the benefits are not readily linked with established Academy strategic goals, objectives, or performance metrics.

2) Initiatives connected to broad cultural change that will take concerted effort from Academy and AF leadership.

h. At the conclusion of each Board meeting, the members shall be apprised of tentative dates and locations for subsequent Board meetings.

i. Any member of the Board may make special visits to the United States Air Force Academy, in addition to those described herein, in connection with the duties of the Board or to consult with the Superintendent.

**Section 4 - Quorum:** No business may be transacted at a meeting of the Board unless a quorum of six members is present. Participation in a Board meeting through electronic means suffices for attendance for the purpose of obtaining a quorum. In other words, regardless of the forum (a face-to-face meeting, an electronic-based meeting, or a combination of both), at least six members must participate for business to be transacted.

**Section 5 - Parliamentary Procedure:** Except as provided herein or through decisions of the Board, *Robert's Rules of Order* shall apply in all proceedings and discussions of the Board of Visitors and its subcommittees. All questions shall be decided by a majority vote of the members present (in person or by electronic means). Each member shall have one vote. Voting may be done by mail ballot or by telephone call, electronic mail, or other means designated by the Board, the Chairman, or subcommittee chairmen.

**Section 6 - Participation of the Public:** Members of the public attending open meetings and briefings of the Board may, upon approval by the Chairman, be allowed to present questions from the floor or speak to an issue under discussion by the Board. Any member of the public shall also be permitted to file a written statement with the Board. Written statements must address the following: the issue, discussion, and a recommended course of action. The proposed statement will be submitted to the DFO. However, if a written statement is not received at least 10 days before the first day of the scheduled meeting then it may not be provided to, or considered by, the BoV until its next open meeting. The DFO will review all timely submissions with the BoV Chairperson and ensure they are provided to members of the BoV before the meeting that is the subject of the proposed written statement. If, after review of timely submitted written comments, the BoV Chairperson and DFO deem appropriate, they may choose to invite the submitter of the written comments to orally present their issue during an open portion of the



BoV meeting subject to the submitter's request. The DFO and BoV Chairperson may, if desired, allot a specific amount of time for members of the public to present their issue for BoV review and discussion. Direct questioning of BoV members or meeting participants by the public is not permitted except with the approval of the DFO and Chairperson.

**Section 7 - Proxy Voting:** Proxy voting is not allowed. A letter from an absent member presenting a position on a particular matter under consideration by the Board shall not constitute a vote on the matter, but the letter may be read to the Board by the Chairman and shall be appended to the Minutes of the Board.

**Section 8 - Special Meetings:** The Chairman may propose a special Board meeting for good cause or upon written request of at least a majority of the Board members.

**Section 9 - Minutes of the Board of Visitors:** Detailed minutes of any meeting held by the Board shall be kept by the Executive Secretary and shall contain a record of persons present, a complete and accurate description of matters discussed and conclusions reached, if any, and copies of all reports received, issued, or approved by the Board. The statement of members will appear only in summation form, except any member may exercise the right to have views incorporated verbatim in the minutes. Minutes shall be compiled by the Executive Secretary and certified by the Chairman of the Board. Subject to 5 U.S.C. Section 552, the records, reports, transcripts, minutes and other documents pertaining to the Board's activity will be available for public inspection in the office of the Executive Secretary.

**Section 10 - Reports:** The Board shall prepare a semiannual report containing its views and recommendations pertaining to the Academy, based on its meetings since the last such report and any other considerations it determines relevant. Each such report shall be submitted concurrently to the Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives.

a. The Chairman shall be responsible for the preparation of the reports and the members of the Board of Visitors should approve the reports by a majority vote.

b. The Secretary and Chief of Staff of the Air Force, as well as the Superintendent of the Academy, will receive a copy of the approved reports.

## **ARTICLE V: GENERAL**

**Section 1 - United States Air Force Academy:** The United States Air Force Academy, without restriction, will provide to the Board information, briefings, and facts in preparation for meetings in support of its role to oversee operations of the United States Air Force Academy, and will provide Board members access to the Academy grounds and cadets, to include attending classes and meeting with cadets informally and privately. Also, the Superintendent of the Air Force

Academy will ensure BoV members receive candid and complete disclosure of all institutional problems, to include cadet and faculty surveys, and any information related to the culture and climate of the Academy.

**Section 2 - United States Air Force:** The Air Force, as an executive branch department, is responsible for implementing policies, law, regulations, and statutes concerned with the Academy, as well as achieving the desired outcomes. This is done through the chain of command that proceeds from the Secretary of the Air Force to the Chief of Staff of the Air Force, and then to the Superintendent of the Air Force Academy.

**Section 3 - Amendments of Changes to the Bylaws of the Board of Visitors:** The bylaws will be reviewed annually. Amendments or changes to the bylaws of the Board of Visitors may be suggested to the Board Chairman, in writing, by any member as an Agenda item at a scheduled Board meeting not less than 30 days prior to the meeting. The assent of at least two-thirds of the members of the Board is necessary to amend or change these bylaws.

**Section 4 - Reimbursement:** While performing duties as a member of the Board, each member of the Board and each adviser shall be reimbursed under Government travel regulations for travel expenses.

**(Approved 10 January 2008)**

**MINUTES OF THE REGULAR MEETING  
BOARD OF VISITORS (BoV)  
UNITED STATES AIR FORCE ACADEMY (USAFA)**

The chairman opened the meeting of the USAFA Board of Visitors at 0830 on Friday, 10 December 2010 and the meeting was adjourned at 1430 in the afternoon.

**ATTENDANCE**

**MEMBERS PRESENT:**

Mr. Charles García (Chair)  
Ms. Marcelite Harris  
Mr. Robin Hayes  
Senator James Inhofe (R-OK)  
Mr. Arlen Jameson  
Senator Ben Nelson (D-NE)  
Representative Jared Polis (D-CO)  
Ms. Susan Ross  
Mr. Alfred Sandoval  
Representative Loretta Sanchez (D-CA)  
Ambassador Susan Schwab  
Representative Niki Tsongas (D-MA)

**MEMBERS ABSENT:**

Representative Doug Lamborn (R-CO)

**AIR FORCE SENIOR STAFF:**

Honorable Michael B. Donley, Secretary of the Air Force  
Honorable Daniel Ginsberg, Assist Secretary of the Air Force for Manpower and Reserve Affairs  
General Carroll Chandler, Vice Chief of Staff of the Air Force  
Lt General Richard Newton, DCS, Manpower, Personnel and Services  
Mr. Bill Booth, USAFA BoV, Designated Federal Official (DFO)  
Mr. Dave French, USAFA BoV, Alternate Designated Federal Official (DFO)

**USAFA SENIOR STAFF:**

Lt Gen Michael Gould, Superintendent  
Brig Gen Richard Clark, Commandant of Cadets  
Brig Gen Dana Born, Dean of the Faculty  
Col. Rick LoCastro, 10<sup>th</sup> Air Base Wing Commander  
Col. Carolyn Benyshek, Director of Admissions  
Col. Scott Dierlam, United States Air Force Academy Liaison

**BoV EXECUTIVE SECRETARY:**

Col William Hampton (AF/A1DO)  
Lt Col Shawn Mann (AF/A1DO)  
Mr. Dave Boyle (AF/A1DO)  
Capt Stephen Quesenberry (AF/A1DO)

## **Opening Comments**

The Chairman opened the meeting by introducing the new board members. The subcommittee chairs were asked to give overviews of their committees.

### **SUBCOMMITTEE OVERVIEW BRIEFS**

#### **Infrastructure and Resources**

As the chairperson, Mr. Hayes informed the board of a number of “Fix USAFA” initiatives that ranged from the repairs to the Terrazzo to Vandenberg Hall as well as the spires on the chapel. He stated, the staff at the Academy did a remarkable managing the projects. He emphasized that most of the projects were done seamlessly with minimal disruption to cadet life. He encouraged the board to remain focused to support future infrastructure upgrades.

Col LoCastro mentioned the Academy had been selected as the one base in the AF as a net zero energy base. He indicated he would share more highlights during his “Fix USAFA” briefing. Likewise, Mr. Garcia emphasized funding is essential to the on-going efforts.

#### **Academic and Course of Instruction**

As the chairperson, Ms. Ross discussed two issues. First, the Academy is constantly adjusting to meet the needs of the Air Force which sometimes creates significant challenges when it involves curriculum. A measure of success was the ten-year accreditation inspection. The report included several accolades focused on the strength of the Academies curriculum. An area that required some attention involved academic freedom and faculty perceptions. Second, faculty manning at the Academy continues to be a challenge. A manpower study validated that the faculty is under authorized. At this time, the Air Force as well as the Academy is required to do more with less. As a result, Mr. Sitterly, AF/A1D, commissioned a study through RAND to determine the optimum way ahead for advanced degrees and faculty sustainment.

BG Born also voiced her concerns about faculty sustainment. The Princeton Review named the Air Force Academy as number one in the nation with the lowest student/faculty ratios. As the air, space, and cyber mission continues to expand faculty sustainment becomes a bigger challenge. The Academy deployed over 70 staff and faculty members last year. In addition, man-days and access to adjunct faculty members (contracts) have been significantly reduced. BG Born also reiterated efforts have gone forward to address faculty perceptions of academic freedom and AF policy that define the academic environment at the Academy.

#### **Admissions and Graduation**

Mr. Scribante, the departing chair for this sub-committee, provided an overview of recent activities. The primary mission of the Academic and Graduation subcommittee is to advise on matters concerning identification, selection, retention and graduation of cadets with character. Significant efforts were invested in the development of a Character Assessment Tool (CAT). A number of issues emerged that questioned the validity of the instrument. Although efforts are going forward, Mr. Garcia suggested it might be a better tool for diversity. The assumption is that “character is distributed randomly in society” and that the CAT might be a better tool to assess candidates who have potential but do not fit a standard profile.

The chair also presented a discussion of the demographics for the class of 2010. Attrition accounted for 326 cadets leaving the Air Force Academy. Each group was evaluated and special attention focused on minority groups. Mr. Scribante stated that the Academy Liaison Officer (ALO) program was being evaluated to ensure that a streamlined and standardized process was being used during recruitment. He believes these areas warrant further attention in the future.

### **Congressional Nominations**

Congresswoman Sanchez is the chairperson for the Congressional Nomination subcommittee. Low nomination districts continue to be an area of concern. Competing demands and poor district representation are contributing factors. Efforts have gone forward to identify “best practices” and build networks to facilitate higher rates of nominations. Preliminary fact finding revealed that some members were not allowed to address future cadet candidates if military service was introduced during a discussion.

Efforts to introduce a \$2 million dollar earmark for diversity seems to have been successful. However, she was concerned that it might be cut from the appropriation bill. Mr. Garcia commented, you need money and staff dedicated to resolve the issues to be effective recruiters. Col Benyshek added that the recruits for class 2014 had 58 men and women that aced the Scholastic Aptitude Test (SAT) or American College Testing (ACT). In addition, new tools were developed to collect new statistical data (i.e. diversity, First Generation College, etc.). Over 12,000 applicants were reviewed for entering class of 2014. All the identified actions have been effective in helping the Academy reach its goals and mission.

### **Character and Leadership**

Mr. Isaacson was another departing chairperson. He emphasized that the charter for his subcommittee was reviewed and revised to ensure the committee remained focused. The primary focus was on areas of honor and ethics, character and leadership development, and respect for human dignity. In order to fully understand the environment of the Academy, numerous reports and documents were reviewed. Significant contributions were made which resulted in the establishment of the Non Profit Athletic Corporation, the Center for Character and Leadership Development, and the negotiated agreement between the Association of Graduates and the USAFA Endowment. Recent efforts have focused on a review of the honor system and the cadet review process.

Ms. Ross provided key insights that allowed a dialogue about communication to emerge. The emphasis was that cadets should know their responsibilities and have full awareness of the honor system.

### **Decoration Presentations**

The SecAF presented the Commander’s Public Service Award to outgoing members of the BoV; Mr. A.J. Scribante, Mr. Terry Isaacson, and Senator Bob Bennett (R-UT).

## **Superintendent's Update**

Lt Gen Gould clarified what the Academy's fanatical pride in the institution meant; not elitism but a strong sense of pride. "Pride is rooted in excellence; and excellence is enhanced through common, shared, challenging experiences," and that is what he wants the cadets to feel.

The recent climate survey was also discussed. There is a need to improve the survey process and how information is disclosed. It was emphasized that there is information that can be used for awareness; however, further investigation was required before it could be determined if the survey was valid.

The Religious Respect conference is held every two years. A group of analysts from faith and non-faith groups reviews and discusses programs on tolerance and accommodation. The group praised the Academy as having a "best practice" model for other services.

The NCAA recently did a thorough review of the Athletic program. The certification team was impressed with the Academy's programs and renewed its certification. An on-going challenge that the Academy faces is faculty manning. Programs and staffing will be reviewed to determine the best course of action to serve mission requirements. However, a current initiative to help alleviate some of the stressors caused by faculty/staff rotation has been approved. After current deployed staff members return to USAFA, the Academy has been authorized to stop deploying permanent party faculty members for 179-day deployments.

Finally, the Academy hired a new Chief Diversity Officer, Ms. Adis Vila. She is working on implementing a diversity plan. Mr. Ginsberg suggested she incorporate the new AF policy on diversity and help the AF diversity branch establish operating procedures based on "best practices."

Mr. Garcia stated the MOU with the Association of Graduates and USAFA Endowment has led to great success. Fund raising and Chapter participation have increased significantly. He recommended the new board ask for a briefing from these organizations in the future.

## **Closed Session**

### **"FIX USAFA"**

Col LoCastro provided a quick brief on USAFA's successes and challenges. USAFA was able to secure \$27.8 million to finish some projects at the end of FY10 with the help of AF and Academy leadership. The Vandenberg Hall project has provided significant insights that can be applied to other current and future projects. Both Vandenberg Hall and Mitchell Hall should be complete next year.

Falcon Green, the Academy's new energy program is postured to gain benefits from a solar array, woody biomass, photovoltaic roofing systems and food waste reduction program at Mitchell Hall. Another benefit is the cadet's ability to participate in these projects. Other efforts to reduce the energy footprint at the Academy involve privatizing utilities with Colorado Springs Utilities. The company will modernize the utilities and maintain the equipment for a reduced cost. The biggest benefit from all these projects is significant long term cost savings.

Other good news stories are that the Center for Character and Leadership Development will start construction in July; construction on the new Holaday Athletic Center has begun; and new guard shacks and the large vehicle inspection area will have enhanced fiber optics to improve security and connectivity. All these projects will generate a “tail”, approximately \$50 million during the out years until FY14 to sustain the “FIX USAFA” program.

### **USAFA Science, Technology, Engineering, and Mathematics**

BG Born presented an update for STEM. She stated U.S. students are falling behind in pursuing STEM type degrees in comparison to foreign nationals. While international students have increased STEM degree pursuits by 46% the United States has only increased by 8%. The National Research Council report indicated that cadets should become STEM cognizant, or have 24-30 hours dedicated to STEM type courses. Currently, cadets at USAFA take 45 hours related to STEM and has the highest percentage of STEM related graduates. Another unique feature of the Academy is that several cadets perform research during their undergraduate studies that generates \$45 million in research revenue.

Representative Polis and Ambassador Schwab encouraged targeting students before admission to the Academy and suggested working with local groups such as Chamber of Commerce and Business Roundtables. BG Born stated they have a tremendous vision for STEM outreach. Outreach into the community could pay big dividends.

BG Born also discussed cyber. Cadets are required to take at least three cyber courses. In addition, the Academy has produced 90 graduates with cyber warfare major. Resources available to the cadets include a cyber warfare club, internship opportunities, and an information assurance institute.

### **Air Force Academy Athletic Corporation Update**

As the lead for nonprofit transition, Mr. Coulahan briefed the business model. SecAF approved the change from a Morale, Welfare, and Recreation Non-appropriated Fund Instrumentality (NAFI) operation to a 501(c) 3 chartered nonprofit this past summer. The conversion from the NAFI to the Non-profit Corporation will take some time. The first step is to migrate all business transactions to the athletic department and train on the system for one year. Mr. Coulahan has been meeting with senior leadership and financial management to help negotiate the transition to the non-profit organization. The transition team consists of both government and commercial experts that are working together to make this happen. Members voiced concerns about the potential appearance of conflicts of interest if facilities are to be named after donors. It was suggested that language providing appropriate parameters be incorporated into the by-laws and articles of incorporation for the Non-Profit Athletic Corporation.

**The Meeting Adjourned at 1430**

### **Summary of Follow-on Actions**

1. New chairs were chosen for the respective committees; Mr. Sandoval will chair Admissions and Graduation, Ms. Harris will chair Character and Leadership, Representative Polis will chair Academic Course of Instruction, and Mr. Jameson will chair Communications on an ad hoc basis.
2. A motion was proposed and accepted for the new BoV Chair to be Ambassador Schwab and the new Vice Chair to be Mr. Sandoval.



WILLIAM E. HAMPTON, Col, USAFA  
Executive Secretary



SUSAN C. SCHWAB  
Chairman, USAF Academy Board of Visitors



**MINUTES OF THE REGULAR MEETING  
BOARD OF VISITORS (BoV)  
UNITED STATES AIR FORCE ACADEMY (USAFA)**

The Chairperson opened the meeting of the USAFA Board of Visitors at 0830 on Friday, 2 December 2011 and the meeting was adjourned at 2:45 p.m.

**ATTENDANCE**

**MEMBERS PRESENT:**

Ambassador Susan Schwab (Chair)  
Mr. Alfredo Sandoval (Vice Chair)  
Senator Michael Bennet (D-CO)  
Senator John Hoeven (R- ND)  
Representative Jared Polis (D-CO)  
Representative Doug Lamborn (R-CO)  
Representative Niki Tsongas (D-MA)  
Mr. Robin Hayes  
Lt General (Ret) Arlen “Dirk” Jameson  
Major General (Ret) Marcelite Harris  
Ms. Susan Ross

**MEMBERS ABSENT:**

Senator Lindsey Graham (R- SC)  
Senator Ben Nelson (D-NE)  
Senator James Inhofe (R-OK)  
Representative Loretta Sanchez (D-CA)

**AIR FORCE SENIOR STAFF:**

Honorable Michael Donley, Secretary of the Air Force  
General Norton Schwartz, Chief of Staff of the Air Force  
Honorable Daniel Ginsberg, Assist Secretary of the Air Force for Manpower and Reserve Affairs  
Lt Gen Darrell Jones, DCS, Manpower, Personnel and Services  
Mr. Bill Booth, USAFA BoV, Designated Federal Official (DFO)  
Mr. Daniel Sitterly, Director, Force Development DCS, Manpower, Personnel and Services

**USAFA SENIOR STAFF:**

Lt Gen Michael Gould, Superintendent  
Brig Gen Richard Clark, Commandant of Cadets  
Brig Gen Dana Born, Dean of the Faculty  
Dr. Hans Mueh, Director of Athletics  
Dr. Adis Vila, Chief Diversity Officer  
Col. Michael Therianos, Director of Plans, Policies and Assessments  
Col. Bart Weiss, Preparatory School Commander  
Col. Tim Gibson, 10<sup>th</sup> Air Base Wing Commander  
Col. Scott Dierlam, United States Air Force Academy Liaison  
Mr. Dave Cannon, Director of Communications  
CMSgt Todd Salzman, USAFA Command Chief

## **BoV EXECUTIVE SECRETARY:**

Col William Hampton (AF/AIDO)

### **Opening Comments**

Members convened in their subcommittee meetings before the meeting was called to order. After brief introductions, the meeting transitioned into an award presentation for Mr. Charles Garcia followed by the swearing-in of new USAFA BoV member, Senator Michael Bennet. After the ceremonies, the meeting began with the superintendent's update.

### **Superintendent's Update**

Lt General Gould began with an overview of the Academy. In 2009/2010, the Academy was given a cash infusion to stabilize the budget base line. This was known as "Fix USAFA" because it targeted fixing aging infrastructure and repaired broken programs. Since then, several projects have gone forward to address renovation needs. Current funding levels are below what was established to fix USAFA and it is not clear where funding levels will stop. This creates concern, but it is not alarming. This mirrors the challenges across the Air Force.

Likewise, end strength is being adjusted. Cuts were taken on a fair share basis to get end strength down to desired levels. Fifty-one positions were targeted at the Academy. The Academy has met its bogies without significant impact on the mission. The other change involves getting cadet wing numbers back to authorized end strength which is 4,000 by the end of fiscal year 2012. The impact will be a reduction in class sizes beginning with the class of 2015. Although end strength will be lower, it does not change the training mission or resource requirements because USAFA has fixed operational costs associated with the campus and mission. General Schwartz added comments that addressed the total force perspective. The Air Force has been directed to lower the end strength of the officer corps. Directed force shaping, retirements, and mission capability were all carefully weighed. The cadet wings were actually funded for 4,000 and this is what guided the decision to return the cadet wings to original funding levels. This action would result in asking fewer active duty officers to leave the Air Force.

Lt General Gould transitioned into a brief discussion about the solar array which is currently operational and under investigation for a possible anti-deficiency violation. Another investigation that is on-going is associated with faculty credentials and accreditation. These investigations are still on-going, but the superintendent is confident that due diligence was observed.

The audit of the NAFI funds and a DoD audit of service academy preparatory school programs are also being conducted. The AF Academy does not expect any surprises.

This led to a new discussion about the progress the Academy has made in implementing training associated with "Don't Ask Don't Tell." The Academy asked for an independent review of the preparations and proposed strategic plan. It was a good news story. The training has been effective and the cadets were able to communicate those beliefs with a local news media station. The interviews were random and conveyed a message of respect.

Next, General Gould spoke about the general climate and religious respect at the Academy. They have begun training programs and the first class cadets are complete. The key to success is that these programs train at the personal, interpersonal, team, and organization level by using education and scenarios to help cadets understand. In addition, the faculty is participating in the training programs. It is having a positive effect. General Schwartz emphasized that it was important for future leaders to understand the balance between personal and duty and those things that are a part of their professional role.

In the diversity arena, Dr. Vila has initiated a number of new programs. One is a brown bag discussion

group. It is an open forum for voicing concerns or asking questions. Retired Maj General Harris asked if it was voluntary. She was assured that it was. The other activities directed at supervisors included specific training, interactive theater, discovery, and awareness. The main message was to focus on inclusiveness as we become more and more diverse. As a result of these efforts, USAFA is on a community list of 2012 diverse leaders in Colorado.

The Superintendent transitioned into recognition of a number of activities and ceremonies at the Academy. One was the establishment of the 9/11 Monument that recognizes the importance of first responders. Mr. Sandoval was a guest speaker at the Hispanic Heritage luncheon. Retired Marine General Peter Pace, former Joint Chief of Staff, was the recipient of the Thomas D. White award; and had an opportunity to address the cadet wings. The Deans of Flight sponsored a gathering of all the service academies at the AF Academy this year. Under Secretary Conaton was the keynote speaker at the 53<sup>rd</sup> Academy Assembly. The cadets are contributing to the development of a stealth drone. This is exciting because the cadets are moving beyond text book learning and applying those insights into real life projects. The Academy sponsored bringing children to the campus for a day through the Starlight Children's Foundation. The cadets became role models (big brothers and sisters) for these kids. The Wings of Blue aerial team was recently recognized as national champions. Leslie Johnson, a secretary in Dean of Faculty department was recently awarded the Commander's Civilian Award for Valor. She sheltered and rescued a woman from an assailant who was attempting to kill her. This same assailant discharged five rounds into Ms. Johnson's vehicle before she was able to get to a police station. The 23<sup>rd</sup> Wing performed a combat rescue demonstration. Afterwards, two PJ's and one combat rescue officer received awards for valor (two Bronze Stars and a Distinguished Flying Cross). In addition, the Academy is preparing to accept the Commander-in-Chief's trophy at a White House ceremony. The football team has won this honor two years in a row.

### **National/Air Force Perspective on Diversity**

Mr. Sitterly, the Director of Force Development, addressed the group. He identified that the A1 folks have been directed to oversee resources for diversity through Lt General Darrell Jones (AF/A1). This is a collaborative effort which involves the Academy, AETC, recruiting, medical services, the Reserves, and the Air National Guard for a total force response. Efforts are going forward to ensure that the Air Force has a synchronized strategic perspective. The Air Force is in the process of codifying governance and policy directives into an Air Force Instruction. These efforts have been combined with campaign directives and strategic communication. At the MAJCOM level, responsibilities and resources are being identified. Diversity is also a part of the institutional competencies of leading people enforced by Air Force doctrine recently signed by the Secretary of the Air Force. The Air Force is working diligently to ensure they are in compliance with the executive order released by the President. As things continue to become more competitive, the Air Force must work harder to ensure we recruit the right people with the right skills to execute mission requirements. Retired Lt General Dirk Jameson asked about citizenship. Non-citizens are brought into the enlisted force, but they must obtain citizenship via naturalization by a specified period of time.

During a review of Air Force demographics, it was noted that only 28 percent of society self-identifies as a racial minority. In the Air Force, 19 percent of the officers, 28 percent of enlisted members, and 30 percent of the civilian workforce claim a racial minority status. The demographic for those people that are basically eligible for recruitment (ages 17 to 24) has unique characteristics. There seems to be a trend to decline to self-identify race or ethnicity. However, the fastest growing segment of society is multicultural or multiracial. Mr. Sandoval asked if the statistics were dynamic or static. Mr. Sitterly demonstrated significant changes in different population groups. However, there is the variable of time. The recruits of today have not progressed far enough through senior leadership to influence the selection of our top leaders. So, the key is retention of our airmen to ensure a diverse population. Another factor is how we collect data.

During the time period (2005-2010), a large number of the officer corps declined to self-identify.

Another category is gender. The Air Force leads the way in these ratios when compared to the other services. An important piece of diversity is that it includes more than the race piece; it also includes ethnicity, gender, and other social/economic measures. Secretary Donley added that the growing decline to respond to hard categories identifies that the measures are not effective. Our society is becoming more mixed (diverse) and people just don't want to address that issue.

This led to a broader discussion of resources. Mr. Sitterly identified that 13 full-time employees at the Air Staff handle diversity; however, there are literally hundreds of people and millions of dollars that contribute to the diversity mission. At the MAJCOM level, we participated in the first ever women's leadership symposium. Other contributions have been made through Heritage outreach, AF research laboratories, recruiting services, national advertising, Air University, The Air Force Academy, AFPC's disability outreach and our partnerships with the Reserves and the Air National Guard, to name a few that direct dollars and activities to furthering diversity outreach. Again, diversity is part of our institutional competencies under leading people. So, every airman that attends basic is trained to a certain level of diversity. Likewise, every executive leadership course that we buy has a piece that is directly mapped to diversity. It is hard to capture all this activity and assign it a specific dollar value. Maj General retired Harris asked for a point of clarification. The \$2 million that was mentioned earlier represents just the Air Staff. Mr. Sitterly added further clarification by identifying some benefits associated with the budget like buying classes and making visits to recognize award winners. The budget is more than a single organization or office.

At the Academy, 21 positions have been identified to work in diversity and the associated budget cost is \$2.1 million. Under a fiscally constrained environment, the budget may not be approved at that level. However, that does not capture the effectiveness of the Gold Bar program comprised of former cadets doing staff work at the Academy. To fully understand the effectiveness of all our efforts, the CSAF has directed AF/A1 to look at our metrics. The Air Force is working with Captain Barrett in OSD to fully understand and execute the Military Leadership Diversity Commission findings.

The floor was opened for questions. General Schwartz commented that we want to ensure that the persons who are members of a cohort enter at the beginning of a 25-year period and are representative of the nation. We will never have a leadership cadre that is representative if we don't recruit well and retain well. Secretary Donley added,

"As you think about your oversight of the Academy, it is a microcosm of a broader discussion in the Air Force about the importance of diversity. And that is why you see the emphasis at the institutional level in the policies and the strategic planning documents going forward. As we see strategic changes and realignments in the global environment going forward, we will face more diverse sets of international threats going forward. And we will be putting military personnel and airmen into harm's way in different parts of the world, a world with which they must be comfortable and in which they must be acquainted with going forward not only on the threat side, but on the partnership and alliances."

He emphasized that a multi-cultural force must be comfortable in a global environment that has culture and language requirements which are key to developing partnerships. "We need to start now and be aggressive to affect where our nation needs to be five, 10, 20, 30 years from now."

Senator Hoeven stated that it is important to hear these issues from our senior leaders. Retired Lt General Jameson introduced joint basing to the discussion. General Schwartz commented that it is important to preserve service cultures in joint environments. Joint basing could be viewed as a broader base of support for mission requirements. Secretary Donley added that at the operational level our military is more joint than ever. In this context, he was referring to joint operational teams comprised of the total force operating in forward areas. Senator Hoeven concurred and shared some of his experiences while he was in Afghanistan with the troops.

Amb Schwab emphasized the importance of getting senior leadership guidance and insight to determine how the Air Force Academy is contributing to future requirements. General Schwartz responded by sharing that the Academy has responded to the challenge to build language and cultural competencies, but building a leadership cadre is a sophisticated process. Senator Hoeven asked for clarification on how leaders within the Air Force are meeting the challenge of worldwide demands. General Schwartz acknowledged that it is a work in progress. There are efforts to build a group of international affairs specialists. The bigger question is whether this is valued and viewed as an enduring aspect of the Air Force. The Air Force has policies and practices in place that demonstrate a commitment to those who have the right skill sets. Secretary Donley added that he has seen data that supports that the Academy is producing more officers with language skills. It takes time to develop proficiency. It is unrealistic to expect airmen deploying to attain proficiency through pre-deployment training. The specialist is developed through formal training programs, but the number of participants is inherently limited. This goes back to the importance of diversity. There are so many Americans who are native speakers or already have language capabilities. We need to recruit the right people for the job and retain them to maintain mission readiness.

### **Faculty Mix and Rand Updates**

Colonel Therianos gave a brief overview of the three studies being conducted by RAND. The studies were identified as a civilian-military faculty mix, an officer accession project, and cadet diversity. Two of the studies were identified as being at a very early stage.

The military-civilian faculty mix study tasked RAND to find the optimal composition or mixture for the faculty. The variables that were assessed were cadet development, cost, academics, force development and staffing. They used surveys to gather information from various groups. This process began in October 2010 and the results are due to be released sometime in May 2012. Specific information related to the study is still considered pre-decisional. However, some of the general findings have revealed that a civilian faculty is generally less expensive. The military faculty is best suited for military modeling. Finally, there seemed to be no difference in teaching effectiveness. Currently, the findings are under peer review.

Retired Maj General Harris asked why civilian instructors were less expensive. Civilians already are credentialed to teach and under the modeling process military instructors have higher retirement and medical benefits. The cost of higher education is expensive and it costs money to keep a member in that training environment. Retired Lt General Jameson asked if military modeling could be attributed with more value. Lt General Gould responded that RAND identified their methodology for gathering data. The weights assigned to some factors were higher than others and this is under review. In response to Senator Hoeven's question, Colonel Therianos reassured him that teaching effectiveness for both groups was good.

The intent of the officer accession study had two focuses. One was purely Air Force and the other was joint, a comparison with the other service academies. The basic question is what are the predictors of success and how are we ensuring that the right person is selected for service within the military force they join. The study is in the developmental stages.

The final study focuses on diversity. This was requested by HQ AF. How do we attract, select, and retain the best qualified candidates and maintain a diverse force. The interviews focused on ROTC and Academy comparisons. RAND is working very closely with the Academy and will eventually present this information to mission partners, HQ AF and senior leadership.

General Schwartz emphasized that the RAND process is rigorous. They go through peer reviews just like major journals. This delays publication, but results in a better product. Senator Hoeven asked about how long most military faculty members reside at the Academy and if this was part of the study. Lt General

Jones responded by stating that timing was reviewed. The study reviewed when was the best time to start; early in their career, after one or two tours, or at the end of a career. Other factors that were weighed was the degree type, who sponsored the training, and the individual's desire. Brig General Born added that two classes graduate from the academy each year. One is the new lieutenants and the other is our military faculty returning to operational tours. However, the academy does have a senior military faculty program that allows some faculty members to remain for longer periods of time.

Mr. Sandoval asked Brig General Born how tenure worked for civilian faculty members. The initial response was the Academy does not give tenure. However, the civilian faculty has approximately 16 to 18 years of teaching experience in comparison to our rotational faculty which has two to three years teaching experience. The Academy is sensitive to the culture of the program that is offered.

### **AFAAC Transition Plan & Athletic Dept. Issues**

The Air Force Academy Athletic Corporation (AFAAC) had its first board of directors meeting. Eight of the nine elected board members attended. Dr. Hans Mueh identified the board members as: Retired General John Lorber is the board chairman; Eileen Collins, a former astronaut; Mr. Allan McArtor, a former CEO of FedEx; Retired Lt General Charlie Coolidge who is associated with EDS; Mr. Theo Gregory, Vice Director of the El Pomar Foundation; Ms. Marilyn Thomas, the Deputy for Budget; Retired Brig General Harvey Schiller, CEO of Global Options Group; and Mr. Alonzo Babers, a two-time Olympic Gold medalist (1984). During the first day they received opening remarks from Lt General Gould, reviewed the by-laws, read the mission brief, and began the work of sorting through the issues. During the executive session, a lot of people were appointed which included the chairman, the governance committee, the finance committee, the investment committee, and the strategic planning committee. Structure was also discussed which included the lines of authority.

Retired Maj Harris asked if there were two individuals per committee. Dr. Mueh shared that there was a lot of overlap on committee membership.

Dr. Mueh continued by discussing the actions that still need to be accomplished. The AFAAC still needs to file with the IRS. This will allow the organization to establish a non-profit status and be eligible to accept gifts. In conjunction with these activities, a bank account needs to be established as well as hiring a CEO/CCO to handle daily operations. The funding mechanism is linked to the cooperative agreements. A tentative list of 40 cooperative agreements has been narrowed to four. The agreements allow the Air Force to reimburse the Colorado non-profit corporation for those things that the corporation pays for that are mission related. Retired Lt General Jameson asked if the board was going to advertise the CEO/COO position. Dr. Mueh was not in a position to give a definitive answer, but he felt the board will probably advertise the position.

Medical and retirement benefits still need to be addressed, but this should not represent a significant challenge. The bigger challenge is associated with determining when to move assets and personnel. It's a complicated process that will involve terminating some employees, retiring others, but the majority will be hired by the corporation. Dr. Mueh finished his presentation with the statement that AFAAC really needs some money.

Congressman Polis asked how much will you raise or do you expect to raise each year through the corporation? Dr. Mueh responded by stating that the operating budget is \$36 million a year. About half of those funds are covered by the APF, and its tax dollars. The other half has to be raised through ticket sales, TV revenue, conference revenue, concessions, and so on. A follow-up question was, "is this analogous to how your peers operate in your conference?" Dr. Mueh stated that the basic difference is that the other schools have state funding and university funding to off-set their costs. The rest is generated through non-profit which is very similar to our proposed model.

At this point the presentation transitioned into a lengthy discussion about conference realignment

possibilities. The Big East Conference had eight teams at the beginning of negotiations. Since that time, they lost three teams, Pittsburgh, Syracuse, and West Virginia. Their greatest desire is to have all three service academies in one league. Mr. Sandoval voiced concern about pressure on the cadets. General Schwartz also voiced concern about travel. Dr. Mueh identified that there are only two additional trips to the East Coast. In the Mountain West Conference, things are still undecided. Currently, the Big East has conveyed to Pittsburgh, Syracuse and West Virginia that the conference is holding them to the 27-month buyout clause. If things changed dramatically, the Big East might let them go earlier. The Air Force is in a good position to step back and see what happens because of high demands for the team. A secondary gain is the opportunity to increase the Air Force footprint for recruiting in the Northeast.

Congressman Polis asked about recruitment of a cadet by a professional team. Dr. Mueh responded by stating it is unlikely. Most kids that want to pursue professional football are probably not going to want to attend a service academy.

The TV deal that the AF Academy has with CBS and Comcast equates to approximately \$1 million a year. The larger conferences are able to negotiate conference deals that can generate larger sums of money. The PAC 12 set a new standard which secured \$24 million per year for each school. The Big East is the only conference left to negotiate a new TV contract in the near future. There were also some questions about BCS bowl games. Six conferences have automatic qualifiers. The Big East may become eligible in the future. It's a shared benefit or shared lost. Failure to enter a bowl costs all the other teams, but if a team makes it, all the teams share the revenue.

### **Terrazzo Gap**

This presentation was requested by the Board of Visitors because this issue was voiced by several cadets and was deemed an area of concern. It is not a new issue, but it has invoked some strong reactions amongst some of the cadets. There is a perception that there is a difference between intercollegiate athletes (IC cadets) and non-intercollegiate athletes (NC cadets) and how they satisfy military and other requirements. There are other special groups involved that are excused from various activities because of their mission focus. This has led to a perception of inequality. IC cadets have a greater demand on their time due to mandated practice schedules regulated by the National Collegiate Athletic Association (NCAA). Every sport the NCAA sponsors is a year-round sport. Some of the cadets miss military training during the academic year due to athletic commitments. The schedules have been worked to ensure the cadets participate in parades and formations during the week. This has increased the participation of IC cadets in military activities. However, the NCAA demands that athletes practice 132 to 144 days or approximately 20 hours of practice per week. In contrast, intramurals requires two days of practice a week. Athletes will miss some of the sessions on weekends and miss some Saturday formations. They also practice when there are no military activities and during breaks. The activities are different, but NC cadets do not see them when they are practicing nor when they are gone. The reality is that IC cadets have less free time.

Another misconception is that athletes are graded more favorably. The academic performance of most IC cadets is a little bit lower, but the slope has a steady rise. The academic composite for athletes is 3100 and the composite for NC cadets is approximately 3289 when the cadets enter the Academy. By the time the cadets enter their second class year, there is no statistical difference between the two groups. There is no empirical evidence to support this perception. While recruiting, all the coaches know what is needed to recruit an officer for our Air Force. The Director of Admissions administers the second screening after an athlete is recruited. All the factors are weighed to ensure the athlete is qualified to become an Air Force officer capable of completing the program. Applicants are then screened by the Academy board. If the applicant passes all these steps, then he or she is submitted to the Director of Admissions before a decision is rendered. Retire Lt General Jameson asked about the composition of the Academy board. Dr. Mueh responded by identifying that two members are from the Athletic Department, five from Academics, three from the Commandants office, the Vice Superintendent, and the Superintendent which represents 12 votes. Retired Maj Gen Harris asked do the athletes understand what is expected from them

at the Academy? The response was yes, but the perception by others is no.

Congressman Polis was concerned about the activities associated with the cafeteria. Retired Lt General Jameson acknowledged that there was a training table in the middle of Mitchell Hall. The perception is that they don't have to be regular military like the other cadets. Dr. Mueh responded by stating that Air Force Academy athletes are front-line ambassadors in the conference and media. Another comment was directed at what roles athletes hold in leadership. Academy leadership was able to identify some athletes that held cadet commander positions.

Dr. Mueh redirected the presentation to include how to overcome misconceptions. The coaches are actively involved with senior leadership, Air Officer Commanders (AOCs) and Air Military Trainers (AMTs). They engage in weekly meetings and the intercollegiate liaison division has a seat at the commandant's weekly staff meeting. Mission partnership meetings are also held. Each squadron has a team and department of faculty that they adopt. They do things together. The goal is to build awareness and breakdown negative perceptions. Chairperson Schwab added that maybe this is a step in the right direction. Dr. Mueh added that the Dean's office often provides officer representatives to the various teams. Most of them come from the Dean of Faculty and serve as eligibility committee chairs for those particular sports. The Student Athlete Advisory Committee (27 team captains) addresses issues that relate to these gaps and take information back to the squadrons and work through the issues.

Another interesting point is when training is viewed as negative then athletes are resented for missing it. However, training, in most cases, is currently viewed as positive. Some cadets actually feel bad for the athletes that are not able to participate. Ms. Ross added that she had heard complaints from athletes who admitted they wanted to participate in more training events.

At this point the discussion transitioned back to the Recruited Athletes Meal Programs (RAMPS). RAMPS are tables in the dining room specifically for athletes. There are no RAMPS for breakfast or dinner. It only occurs during lunch. Ambassador Schwab commented that this is where we received the most negative comments from other cadets. It is an unnatural situation where the athletes do not exercise the same discipline. This team-building seemed to result in a disregard for others. Cases were cited where athletes were observed throwing food. Dr. Mueh responded by stating that changes have been imposed at Mitchell Hall. The RAMPS are interspersed and no longer at the front of the hall. The teams were aligned with their mission partner programs throughout the wings. At first, it did not work very well, but eventually the teams began to simulate their peers. Now, the athletes are forced to walk and be amongst the other cadets. There is a higher level of accountability. The amount of complaints has reduced dramatically.

Retired Lt General Jameson asked what the other Academy graduates thought about this issue. Ambassador Schwab alluded to the fact this is why time was made for this discussion. One benefit of information technology and rapid feedback is the opportunity to get lots of feedback. Chief Salzman provided a comment that added some perspective. He was talking to two cadets who were upset about IC cadets. So, he posed a question. "What do you want to do when you get out?" They wanted to become fighter pilots. He asked them why. They had spent some time with fighter pilots and liked that they had a bar ... you mean special privileges just like the football team? People need to put things in perspective so it does not change when you walk out the door. Ms. Ross added that she knew two types of athletes while she was at the Academy: those who considered themselves cadets and those who tried very hard not to be. She recognized that attitudes have changed significantly, but she acknowledged that athletes still need support in doing the right thing.

Lt General Gould offered some closing thoughts. He witnessed a lot of passionate discussion about perceptions and facts. The reality is that a gap does exist, but steps can be taken to make it smaller. And change may take some time.

### **Subcommittee Out briefs**



## **Academic and Course of Instruction**

We received a quick update on grades from the first semester. They are looking better than normal, especially for the forth class. Second, we have been following the number of faculty members that deploy. The numbers are slightly down for 2011. Fifty-seven members deployed for at least part of the year and 21 are currently deployed. Fourteen of those members currently deployed are on 365-day rotations. However, the two tools that have been effective in addressing shortages are gone, reserve days and temporary hires. On the other side of the equation, the Academy has successfully stopped 23 deployments that would have been mission-critical losses.

Ms. Ross concluded with a point on scholarship offerings. Of the 19 Graduate Scholar Program (GSP) positions and the other scholarships, almost 100 percent of them were technical master degrees. This limited the ability to pursue social science or advanced humanities which may hurt the hiring pool.

## **Congressional Nominations and Admissions & Graduation**

Mr. Sandoval outlined the information to be presented to the committee. It is the intent and primary purpose of the subcommittee to engage in activities that support and enable the Academy to accomplish USAFA's mission. The mission statement for USAFA is to *"to educate, train, and inspire men and women to become officers of character motivated to lead the United States Air Force in service to our nation."* One of the goals of the committee was to review and draft a new subcommittee charter. The following is a draft of the proposed charter:

"The mission of the Subcommittee for Admission, Graduation & Congressional Nominations is to provide the USAFA Board of Visitors with oversight and advisory recommendations regarding the Academy's mission to attract young men and women eligible to be nominated and appointed to USAFA to become officers of character. The Subcommittee will monitor admissions for candidate achievement, inclusion, diversity and will foster the continued implementation of Strategic Enrollment Management (SEM) principles. A SEM focus extends beyond an institution's marketing, recruiting and admissions policies. The SEM goal is to assemble a Cadet Wing that comprises an advantageous mix of students in terms of quality, number, and diversity in all its forms – and creating conditions that promote their retention and graduation. The subcommittee will accomplish its duties by reviewing appropriate reports and surveys, as well as interfacing with Cadets, Congressional members and staff, and the Academy's designated points of contact in these areas." (Admission, Graduation & Congressional Nominations Subcommittee Charter, Sandoval 2011)

The Academic Composition (ACOMP) is a tool that is used to measure the aptitude of cadets. The data has been collected over a year and a half. As more data is collected, it is hoped that it can provide better insights into "at risk" cadets. The mean for the assessment is 3250. This cut-off score is equates with a successful cadet. Candidates with scores below 2800 tend to struggle and are "at risk". The Dean and Registrar have created a Strategic Education Management System (SEMS) to enhance capability and control variables that might influence negative outcomes. After four years of using SEMS, those cadets that entered with scores below 2700 increased their graduation rates from 50 percent to 70 percent. This supported current admission policy and helped reduce attrition rates. SEMS offers these students a study skills course and manages their academic course loads during the first year. During the first semester, the cadets are restricted to four courses. The next semester, they can take five courses and during the summer the cadet takes another class. Policy and procedures are under review to determine the best way to implement the program.

In addition, a review of some other individual cohorts offered some insights. In the class of 2013 through 2015, it seems that one minority group of males (African American) are trending significantly upwards in attrition. Early intervention is viewed as essential to address potential negative impacts and preclude long

term trends.

The discussion shifted to the diversity visitation program. Cut-backs are constraining the operations of this program. Last year, the program identified and brought in 100 candidates. These are hard to reach students. At a cost of \$1,000 dollars per visit, the Academy has achieved a 65 percent success rate in reaching hard to reach students through this program. Currently, the program is not funded, but the institution is working an in-year-execution fix. Those students not retained by USAFA go to ROTC or other service academies. The program is a service-wide benefit. Last year, the Academy was only able to reach 25 airmen through the enlisted program. The group mirrors the demographics of the Air Force and does not contribute to further diversification of the force. General Schwartz asked if the Falcon Foundation can help. Mr. Sandoval admits working with the Falcon Foundation is still an unknown. They have had off-line discussions, but need to review policy to ensure this is a viable option.

### **Infrastructure and Resources**

Mr. Hayes conveyed that the project estimates for the past 12 months have been below projected costs, so getting the job done economically is good. He added that the renewable energy sources are exemplary and can be used to build strong cases for future pursuits. The repairs to the chapel are moving forward; however, budget constraints are forcing the use of traditional construction solutions.

### **Character and Leadership**

Retired Maj General Harris conveyed that Brig General Clark briefed on a program designed to inspire cadets. Originally, the program was called “Inspire to Inspire”, but a Lt Col suggested “I to I was better. All the mentors have been trained on how to mentor. The 1<sup>st</sup> degrees are mentoring the 3<sup>rd</sup> degrees. As part of the process, each of the 1<sup>st</sup> degrees are being asked to write on a brick what they aspire to become. Likewise, the 3<sup>rd</sup> degrees are encouraged to communicate what they desire to become when they enter service. There has been discussion about what to do with these bricks. It has been suggested to build a path to the new Character and Leadership building that will be constructed.

### **Ad Hoc Committee on Strategic Planning**

Chairwoman Schwab addressed the group. She conveyed that most of the issues that were discussed have already been covered. In summary, she identified the topics that had been addressed were diversity, a desire to set priorities in the areas of recruitment and retention; an open discussion about the budget; a review of how the Air Force Academy is operating; and the role of the Board of Visitors. She took a moment to share that the board is an advisory body. By using broad questions, the framework of the board was outlined. The main point was what kind of value can be added. This led to a summation of the USAFA BoV responsibilities:

“We are doing policy analysis, looking at longitudinal data, asking questions to see, are there systematic problems; to offer advice where we might have expertise, whether it is as former graduates or as individuals with expertise in the world that might provide some value. And then obviously, in terms of the Senators, Congressmen, and Congresswomen on this board, they have additional value to add in terms of their roles.”

Mr. Hayes added that he felt it is important to ask questions and provide the public with the benefits of our oversight. Ensuring the questions were answered correctly is something we could and should do. Ambassador Schwab agreed that there are questions that need to be asked. We are in a position to provide testimony about what is happening ...and it's a good news story.

After the initial remarks, Ambassador Schwab reviewed the two new members' biographies. Dr. McKiernan is a cardiologist from Illinois. Mr. Wiley (“Flash”) is a lawyer from Boston. Without regard

to color or gender or ethnicity, he became the fifth African American graduate of the Air Force Academy and was the first Fulbright Scholar. He is a leading attorney businessman and a graduate of a public policy school in Boston. Both these men are presidential appointees and graduates of the Academy.

Congressman Polis asked if the number of graduates and non-graduates is prescribed for the board. Congressman Polis followed with a question about the Congressional members. The last time the law was amended it added the requirement for a minimum number of graduates to sit on the board. But the mix is one third in terms of Presidential, Senate and House appointees. Currently, there are no vacancies, but some appointments are expiring. One of the nominees is replacing Ms. Ross and the other replaced Mr. Garcia. Mr. Garcia left the board a year ago to serve on another commission. Generally, members keep serving until they are replaced. At the moment, new appointments are lagging by approximately one year. Usually, there is a 3-month notice prior to replacement. Lt General Gould voiced a concern about membership qualifications. He stated that accreditation required that one of the members on the oversight board be a senior educator. He requested that this requirement be submitted to the selection committee. He clarified by stating that the board has several highly educated and motivated members that have educational experience, but it is probably useful to have someone who was a dean or president at the university level. This will also be the first time when one of the two mandated USAFA graduate positions was not occupied by a woman.

### **Adjourned**

After fielding a few other comments, Chairwoman Schwab adjourned the session at 2:15 P.M.

### **Summary of Actions**

During the meeting, there were enough members to constitute a quorum. The body proposed to accept the July minutes as written. The motion was seconded and the board approved the minutes.



WILLIAM E. HAMPTON, Col, USAFA  
Executive Secretary



SUSAN C. SCHWAB  
Chair, USAFA Board of Visitors